Preserve

G. R. S. IX-5]

Previous references

CB 108-18-1
GM 259-13-8
EA 3-15-8

Later references.

1919-20.
(E. G)

File No. 440

Serial Nos. 1

P-38(E)

GENERAL AND REVENUE SECRETARIAT

Serial Nos.

Part B for July 1920

SUBJECT.

Continuance of the Efficient Audit Department after 1919-20.

To The Comptroller thro' H. Heads of Depts and Dep Districts No. 20-65 dated 7.7.1920.

Directs that the E.A. Dept be continued as its present temporary basis for another year from 1st July 1920.

WD 788—GPB—5,000—7.11.19

Veerasamy
29th July 1920.

2

G. R. S. III—1]

1919.

GENERAL AND REVENUE SECRETARIAT.

(ENG)

NOTES.

File No. 440

FILE HEADING.

Continuance of the Efficiency Audit Department after 1919. 1920

From

No.	Dated	Received

Diary No.	Enclos.	Spare Copies.	Serial No.

BRIEF ABSTRACT OF LETTER.

NOTES AND ORDERS.

P. 70

NOTES—First Sheet.

WD 1232—GPB—20,000—18-11-16

G. R. S. III-2]

General and Revenue Secretariat.

E.H. File No. 440 of 1919.

Serial No.

D No 1009

Chief Secretary's order on the note of the Office Branch in re-provision to be made in the State Budget for 1920-21 on account of the Efficiency Audit Branch Estt for compilation of Blue Book Journal etc.

"For the purposes of the Budget at the present stage it may be assumed that the establishment will be continued during 1920-21.

A separate note may be put up for being submitted to the Dewan."

(Sd) C. S. B.
27. 2. 1920.

* File put up.

2. In G.O. No 959-1005 C.B 108-18, dt the 1st March 1919 it has been directed "that the Efficiency Audit Department in its present form on a temporary basis be continued up to the end of June 1920."

3 Attention is invited to the submission notes of 2.8.18. 27-11-18 and 16.2.19.

4. It has been ordered that the question making E.A. Staff permanent

Note.—Contn. sheet.

Note

D 1001

4
2

Serial No.

will be considered in June 1920.

HK
1.3.1920 Chief Secy

5.

Bro
1-3-20.

6. A Statement showing the progress of work from Octr 19 up to date is put up. The linked file contains information up to Octr 19.

HK
18.3.1920

7. A statement showing the work done by the E.A.Staff up-to-date since October 1919 is here put up. Two lists showing (1) list of sanctioned or new manuals yet to be compiled and (2) list of manuals and other reference books now out of stock or requiring revision, are also appended.

8. The Efficiency Audit Department has been in existence for the last six years. In the Commencement, its attention was rather unduly engrossed with investigation of complaints against officers and officials. Subsequently, the Department has helped in the following directions:-

(1.) Introduction of the Disposal Number System and prescribing general rules of office procedure including revision of petition rules and rules for the maintenance of office libraries.

(2.) Systematising recruitment to various grades including the prescribing of a clerkship examination and arrangements for adequate repre-

Up to date note
Bro
8-3-20
8/3
x D 351 of 19.

E
(1) F
(2) G

Work done

NOTE—Contn. sheet.

G. R S. III-2]

General and Revenue Secretariat. | E.A.G File No. 440 of 1919.

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-sentation of backward classes in service.

(3) Compilation of manuals of a general nature, manuals for each department and for individual offices.

(4.) Formulating rules for the systematic inspection of offices in each department.

(5.) Prescribing definite rules for the sorting, preservation and destruction of records in the several departments.

(6.) Audit of all offices at head-quarters and the working of the Disposal Number System in Deputy Commissioners' offices.

(7.) Systematic scrutiny of newspapers with a view to bringing to notice irregularities or complaints against Government departments and preservation of matter of administrative interest.

(8.) Conducting the Mysore Blue Book Journal.

(9) Compiling a Handbook of Mysore Administration

~~Work remaining to be done~~

9. Work that has to be Continued:

Apart from any extension of the scope of the Department's work or functions, on the lines that will be indicated later in this note, arrangements have to be made for the following items of work irrespective of whether the E.A.Department is continued as an independent entity or not.

(1) RECRUITMENT. - Though a clerkship examination has been prescribed, there is no text book available for the candidates preparing for clerkship examinations, nor are there facilities for the training of candidates, excepting the evening classes held in Bangalore for a few months prior

NOTE—Contn. sheet.

G. R. S. III-2]

General and Revenue Secretariat. | E Ag File No. 440 of 1919.

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the examination. The publication of a Clerks' Manual explaining the standard organisation of a Government office, the principles of office correspondence, registration, records and accounts and also giving brief hints on the various kinds of work expected of a clerk in an office, is an urgent necessity.

(2) MANUALS - The manuals referred to in List I, have either to be compiled or published as early as practicable. Those compiled in subordinate offices have to be scrutinised by some common authority with a view to ensure that they are in keeping with the general scheme of manuals. Those referred to in List II have to be reprinted after being brought up-to-date. The revision of the Revenue Manual now being attended to under the instructions of the E.A.Officer will have to be continued, while the revision of the Secretariat Manual in the light of past experience and under suggestions made by Sir H.L.Smith's Committee, has to be undertaken. The Compilation of the Manual of forms and circulars will have to be continued. These three are tasks of some magnitude. Arrangements are also necessary to watch whether manuals are kept up-to-date by the officers responsible therefor.

(3) INSPECTIONS - All that Government have so far done is merely to issue instructions in respect of inspections in each department. In the first attempt, the scheme has been made rather a little too ambitious and there is widespread complaint that the elaboration of questions in minute detail has tended to obscure the main points and to make inspection

NOTE—Contn. sheet.

G. R S. III-2]

General and Revenue Secretariat. | Ext. File No. 140 of 1919

Serial No.

lifeless and merely a matter of routine. It is necessary to arrange for a co-ordinated study of all the inspection forms and for prescribing two sets of instructions and questions - one in full detail to serve as an annual stock-taking of the office by its own head, and (2) a set of selected questions on major points for the use of superior officers so as to bring out prominently the essential facts for judging of the efficiency of the office.

(4) RECORDS - When the Efficiency Audit Department started work, several departments of Government and offices had no record rules of their own. Each Department was therefore advised to draw up rules on the lines of those in force in the Revenue and Judicial departments, and the rules so drafted were in the main approved by Government with very minor amendments. A comparative study of the various rules now in force indicates considerable disparity in the periods of preservation fixed for practically the same classes of records in the several departments. The underlying principles of record organisation are not also sufficiently well understood in various offices. A comprehensive revision of the record rules and the issue of a general introduction to the Record Manual explaining the fundamental principles have to be arranged for.

(5) SCRUTINY OF NEWSPAPERS - This is in any case necessary in respect of local papers for the administration of the Mysore Newspapers Regulation.

(6) BLUE BOOK JOURNAL - As the result of considerable public demand for the conversion of the qua-

NOTE—Contn. sheet.

G. R S. III-2]

General and Revenue Secretariat. | E H, File No. 440 of 1919.

Serial No.

terly Journal into a monthly and on the strength of the evidence forthcoming as regards its utility, it has been decided to make it a bi-monthly and proposals for sanctioning the necessary establishment in this behalf ~~being sanctioned~~ as a permanent measure, have been separately submitted.

Need the Dept be Continued?

⊗ J
△ K
-X- L

10. In connection with the question whether the E.A.Department need be continued or not, the accompanying extracts from S.H.L.Smith's Committee's ⊗ report, report of the Machinery of Government Committee, △ England, and of the Staffing of Departments Committee, -X- England, are submitted for perusal. The experience of the audit of several head-quarter offices and of the examination of the several Deputy Commissioners' offices goes to show ~~that the offices are not~~ that the offices do not get sufficient attention from the presiding officers or even their assistants and that an audit by an independent agency having experience of the working of offices of other departments also is a valuable stimulus to improve office administration. Such an examination also brings to each office the benefit ~~and~~ of the cumulative experience of Auditors and ensures the detection and avoidance of wasteful methods of work in each office.

Lines of ~~work~~ expansion of work, if the Dept is Continued.

11. If it is ~~determined~~ decided to continue the E.A.Staff, the scope of its work may advantageously be enlarged in the following directions:-

(1) OFFICE METHODS & PROCEDURE - Propogandist work may be undertaken under this head in order to bring home to the entire staff the value of the several

NOTE—Contn. sheet.

G. R S. III-2]

General and Revenue Secretariat. | E&G File No. 440 of 1919.

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rules and orders issued by Government.

(2) RECRUITMENT - Training classes, either continuous or sessional, may be started for those in service as well as for candidates for service in each district head-quarter station, with a view to give the necessary training for candidates for the Clerkship examination, or ~~as~~ as a substitute for the examination in the case of those in service.

(3) AUDIT OF OFFICES - The scope of the audit may be extended so as to cover (1) Deputy Commissioners' offices (2) One taluk office in each district and (3) the principal subordinate office, if any, in a district, in each department. Inasmuch as the the audit by the E.A.Staff concerns itself primarily with office procedure and organisation rather than the exercise of discretion or the manner of disposal of papers by the presiding officers, such an audit stands on quite a different footing from an inspection by a superior officer. There is little doubt that such an extension of the scope of audit will result in appreciable improvement in office procedure in the mufassal.

(4) BUREAU OF NEWSPAPER INTELLIGENCE - This Bureau may be extended so as to cover all official intelligence as well, so that any department or officer requiring information on an official topic may get it from this Bureau or may be referred to the literature thereon. ~~Such an arrangement will be a material aid to a mofussil officer for his special study~~. In this connection it is necessary also to collate, edit and preserve, in easily intelligible and assimilable manner, the huge mass of administrative

NOTE—Contn. sheet.

G. R S. III-2]

General and Revenue Secretariat. | Ent. File No. 440 of 1919.

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statistics now being collected or furnished by the departments of Government. The development of such a Bureau will considerably help officers of Government in the mufassal in their special study.

(5) LABOUR-SAVING MACHINES - The E.A.Department may also devote increasing attention to the introduction of labour-saving machines in Government offices and also conduct demonstrations from time to time of the value of such machines.

(6) FIXING OF STANDARDS - Although a considerable amount of study has been devoted to the need for fixing the standards of output in the several offices and departments, no progress has been achieved in laying down definite standards by which the progress of work in the districts and the departments may be judged. It is necessary that the objects ~~in view~~ that each department, officer or office, has in views and strives for, during a year should be clear and definite and that the achievement at the end of the year should be judged in their light. A beginning may be made by fixing the minimum standards for testing of results in each department so that the adjudging of credit or blame may not be left to chance or momentary impressions. As an instance, the following hypothetical standard for a public works division may be cited:—

1. Execution of Construction, repair and other work to the extent of a lakh and a half of rupees.

2. Lapses to be ~~under~~ less than 10% of the original sanctioned grant (inclusive of surrenders during the year). 3. Audit irregularities not to exceed 20 items. 4. 50% of the completion bills to be checked

NOTE—Contn. sheet.

G. R. S. III-2]

General and Revenue Secretariat. | E. H. File No. 440 of 1919.

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checked on the spot and certified by the Executive Engineer. 5. Accounts and returns not to be in arrear for more than 30 days (the figure to be arrived at by multiplying the number of returns in arrears by the number of days each was in arrear) 6. Number of days on tour not to be less than 250 in a year. 7. Proportion of marches exceeding 20 Miles to days halted or spent on shorter march not to exceed 1 to 10.

Boo
6-5-20.

Chief Secy

12. One of the main recommendations made by the Secretariat Committee recently appointed by the Govt of India is "for the appointment of an officer specially charged with supervising office procedure and ensuring its progressive improvement and adaptation to changing conditions". The words in quotation marks describe one of the main duties which the Efficiency Audit Dept has been organised to discharge which it has discharged with a certain measure of success till now. What has been done is only an indication of the work that has to be done & a great deal remains to be accomplished by systematic &

J & Z.

NOTE—Contn. sheet.

C. 654 £1001 10 12

G. R. S. III-2]

General and Revenue Secretariat. E.A. File No. 440 of 1919.

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sustained effort.

13. I beg to submit that the E. A. Dept should be put on a permanent basis or that at least its continuance for a period of 5 years more should be ordered now, leaving the question of permanence to be for decision at the end of that period.

14. May be circulated & considered in Council.

(Sd. Dewan)

DEWAN'S OFFICE. Recd. on MAY 7 1920 Reg. No. 7529

(D.O.C. No. 88)

C.S. Circulate.

9.5.20

H. sent for remarks.

I wish to refer to the G I Secy Report alluded to in the Chief Secy's note.

21.5.20

Herewith put up. 22-5-20

H. No. 2792-G

28/5

NOTE—Contn. sheet.

It seems to me that it is undesirable and unnecessary to maintain the Efficiency Audit Department as a permanent institution. The Efficiency -- Audit Department cannot possibly have a first hand acquaintance

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acquaintance with the work of every department and it is impossible for it to suggest measures for promoting the efficiency of all departments. Efficiency of work in any department depends upon the efficiency of its personnel and the working of no office can be materially improved or rendered more efficient by suggestions from outside.

I believe there is great scope for improving, simplifying, reducing, and quickening the work of every office, but useful suggestions for achieving these objects can come only from the responsible members of the office concerned or ~~by~~ from the higher officers of the same department. I do not believe that any office can be made efficient except by those who are responsible for its work. For these reasons, I am strongly opposed to making the Department permanent.

The Efficiency Audit Department has undertaken a programme of work and it is desirable that it should be completed by it. After ~~its~~ this work is finished, I think, the Department should cease to exist.

Ch Secy)

Circulate

31/5

A note on the working of the

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audit staff for the past 2 years is submitted as called for in the 1st member's note on the circulation sheet.

1st member's Secy. 14/6 CBJ 9/6/20

An extract from the Report of the Govt of India secretariat procedure committee is put up (Flag Z)

While I fully share the views expressed by the Fin. Secy. in his note of 30.5.20 as regards efficiency in any department being more dependent upon its personnel than any extraneous factor ~~[illegible]~~ still it seems to me that the E. A. Branch has done some useful work during the period that it has been in existence. The circumstances under wh it was ushered into existence were not particularly welcome to most officers — the heads of depts in particular, & I was one of them at the time — yet some years of experience have shown that it has served an useful purpose. As such it may continue, I think, on a temporary basis say for another two or three years & then the question of its being made permanent or done away with considered.

Reed
16.6.20

NOTE—Contn. sheet.

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General and Revenue Secretariat.

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Note on the working of the audit of office business in pursuance of G.O.No. 2686-2739 — E.A.G.237 dated 26th June 1918.

Flag G

1. Kind attention is invited to paragraphs 4, 5 and 6 of Mr. Madhava Rao's Note dated 13th September 1919 in E.A.G.397 Sls.1-2 placed by in the ~~linked~~ file. 2. Since that Note was written the following offices have been inspected: —

1. Office of the Inspector-General of Registration.
2. Do. Stamp Superintendent.
3. Do. Director of Industries and Commerce.
4. Do. Director of Geology.
5. Do. Chief Commandant.
6. Do. Registrar of Co-operative Societies.
7. Do. Secretary, Insurance Committee.
8. Do. Comptroller, Mysore Government.
9. Do. Superintendent, Government Gardens.
10. Do. Do. Government Press.
11. Do. Do. Government Stationery
12. Do. Muzrai Superintendent
13. Do. Railway Secretariat including Agent's Office.
14. Do. Inspector-General of Prisons
15. Do. Director of Agriculture.
16. Do. Inspector-General of Education.
17. General and Revenue Secretariat (Chief and Revenue Secretariats completed).

NOTE—Contn. sheet.

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Special visits.

18. Public Library.

19. Amrut Mahal Superintendent's Office.

20. Record arrangements of the office of the Inspector-General of Education.

21. Do. P.W.Secretariat.

22. Working of the disposal number system in the office of the Inspector-General of Police.

3. Mr. Madhava Rao has stated six general results of the audit of offices by the Efficiency Audit staff.

(1) A visible tendency towards the speeding up of work

(2) Regularizing appointments made in contravention of the recruitment rules

(3) Securing increased attention to the Record Room.

(4) Adoption of improved methods of registering correspondence

(5) Improving organization of offices generally and decentralization of powers

(6) Indirect stimulus to officers and officials to set their work in order.

4. ~~He has~~ given in addition seven specific instances of improvement directly accruing in the efforts of the Efficiency Audit Staff and has borne evidence to the distinct tendency that has arisen to welcome the visits of the staff and to seek its

G. R S. III-2]

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advice in regard to record arrangement and cognate subjects.

5. The following is a comprehensive review of the results of the audit of the several offices and of the lines in which improvements have been - - initiated by the Efficiency Audit staff.

(1) The necessity for a clearer definition in regard to the distribution of work among the - - - staff in each office is being impressed on several offices

(2) The periodical inspection of the office registers by the ministerial head of the office is being necessitated upon.

(3) The offices are ~~only~~ gradually getting into the habit of periodically preparing a statement of arrears and of calling for similar statements from subordinate offices and checking them

(4) Each office has been enabled or advised to prepare a stock list of reports and returns due in or from it and to separate correspondence relating to periodicals from that relating to ordinary matters so as to ensure prompt attention to periodicals

(5) The maintenance of files of circulars ~~and~~ Standing Orders duly listed and indexed is being increasingly attended to

(6) The necessity for the separation of - -

NOTE—Contn. sheet.

G. R. S. III-2]

General and Revenue Secretariat. | File No. of 191

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current records from old ones i.e., separation of records of pending cases from disposed of files is being realised in all offices and the arrangements for attention to the 'Suspend' files are being improved.

(7) Registers have been opened for noting records issued from the Record Room and arrangements made for re-calling issued records at - - - periodical intervals

(8) The urgency of destroying time-barred papers so as to

(1) Save space in the Record Room.

(ii) Make the more important records more easily accessible, has been emphasised and most offices are taking energetic action in the matter.

(9) The necessity for a greater discrimination in selecting printed matter for permanent preservation is being impressed upon the offices e.g. (1) Offices are being advised to read each Gazette, Newspaper or other periodical received in the office, immediately on receipt, mark out portions to be preserved and indexed, and separate and keep them for eventual binding, removing all other matter for periodical disposal as waste paper. Similarly administration reports and other publications merely received for information

NOTE—Contn. sheet.

G. R S. III-2]

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information or other temporary reference are separated and eventually disposed of as waste paper while those relating to the work of the office or department are marked off and preserved carefully for permanent reference. Similar attention has also been advised in respect of spare copies of printed orders and of the monthly volumes of Government Proceedings.

(10) The stationery registers and indents are receiving some attention now from ministerial head of offices and in some cases ~~have been seen in which offi-cers~~ even from officers

(11) Inspection Minute Books have been opened in all - - - offices as a result of the audit. (12) The necessity for periodical inspection of offices by their own officers is being realised.

(13) Suggestions for the maintenance of a - - - certain standing ~~xxxxxxx~~ information required in each office is being compiled

(14) Avoidable clerical labour such as

(1) Unnecessary ~~xx~~ registration of papers

(2) Maintenance of too many registers

(3) Existence of unnecessary periodicals, have been pointed out and ~~remedied~~ abolished.

(15) Office manuals have been compiled or revised so as to clearly define responsibility classify branches of the office, suitably, improve record arrangements &c.

(16) Reduction of work has been achieved by making out cases for decentralization with definite data of unnecessary work

NOTE—Contn. sheet.

Serial No.

(17) In respect of cash transactions and accounts, cash books have been opened in each office and the system of keeping accounts in the Agricultural Department has been improved at the instance of the Efficiency Audit Staff

and (18) The waste occurring in keeping an unduly large stock of stamps in the Stamp Department has been avoided

6. The following are specific instances of savings that accrued to Government as a result of the study of departmental proposals by the Efficiency Audit Staff, ~~in addition to~~ besides those given by Mr. Madhava Rao :—

(1) A programme of record sorting and elimination has been prepared for the office of the Inspector-General of Education involving only the deputation of the permanent record keeper for about six months as against the appointment of two clerks and of an attender and a peon for a year ~~sug~~ in the first instance suggested by the Inspector-General of Education in the absence of a correct programme of work.

(2) The scrutiny of proposals of the work of the Geological Department for the revision of his office resulted in showing that the office was by no means under-manned and that all that

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was necessary was ~~some~~ a slight increase of pay in one or two cases ~~and in some cases~~ together with general increase on account of the present high cost of living and that at the most only one additional clerk might be given for specified work (Library & Stores).

(3) A scrutiny of the work of the temporary record sorting establishment of the P.W.Secretariat disclosed a good deal of waste of effort and if the proposals submitted in that behalf are approved, work expected to last four years under the previous system would be completed in one year.

7 The present attitude of the Heads of Departments towards the Efficiency Audit staff is not merely one of tolerance but of over-friendliness. Applications for assistance by the staff and for audit of offices have become frequent of late. Both the Inspector-General of Education and the Inspector-General of Police have ~~often~~ voluntarily ~~selves~~ invited the staff to undertake the second audit of their offices in advance of their turn, and the head of every office, with whom I ~~have~~ discussed the Notes ~~of the office~~ of audit has been fully appreciative ~~of~~ its advantages. The reports coming from these officers ~~as to~~ regarding the action taken by them ~~and~~ on the suggestion in the audit notes disclose also how thoroughly they ~~agree with~~ appreciate the suggestions of the ~~Notes~~ E.A. staff.

NOTE—Contn. sheet.

Chief Sec'y

Ao
9.6.20.

Extract para from the Report of the Government of India Secretariat Procedure Committee.

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x x x x

Appointment of an Inspector of Office Procedure.

139. As we have already indicated we attached great importance to the appointment of an Officer of suitable experience and standing as Inspector of Office Procedure. The post should either be a permanent one or should be continued for at least ten years. The Inspector should, we consider, be attached for administrative purposes to the Home Department, but he should be given as independent a status as possible, and should have as free access to the various Departments and offices as has been accorded to this Committee. If such an appointment be made, it will be possible, without risk of undue delay, to discriminate between those changes of office procedure which can and should be universally and immediately introduced and those which from their nature can only be gradually adopted owing to their dependence on other alterations of conditions which are still in the future, or which for various reasons can best be introduced gradually in one Department at a time rather than simultaneously throughout the Government of India. This will be a great advantage since some of our recommendations as to office procedure clearly depend on the improvement of the clerical staff which can only gradually result from the introduction of improved methods of recruitment. We may add that this also applies to some of our recommendations other than office procedure; e.g., the proposed separate Drafting Branch can only take over its full duties as and when the necessary trained staff can be made available.

It may be found desirable to introduce the changes in office procedure first in one selected Branch of a

selected Department, and after they are in full working order there either to extend them gradually to other Branches in turn or to the whole Department at the same time, as experience may dictate.

As the revised procedure is introduced and extended it will doubtless be found in the light of actual experience that some modifications will be necessary in the details. We fear, however, that the whole scheme will be endangered if each Department is left free to introduce such modifications as it may think desirable. We consider that this difficulty will be avoided, while the necessary elasticity will be retained, if the Inspector is in all cases previously consulted with regard to any proposed departmental modification in the revised procedure. If such proposed modification is serious, or affects other Departments, or involves an alteration of any Rule of Business or Secretariat Instructions, the Inspector should be entitled if necessary to put the matter up to the Government of India through the Home Department for consideration. Apart from this right of being consulted before departures are made from the established procedure, we recommend that it should be part of the duty of the Inspector to watch the practical working of the scheme of office procedure and of his own initiative to propose to Government through the Home Department any changes which he may consider desirable from time to time.

Copy.
Jayaswal
12/6/20

Progress of work in the Efficiency Audit Branch up to 1st May 20.

Transcribed.

Items of work.	Progress up to ~~18~~-1st May 1920.	Remarks.
A. programme of work from October 1919 to June 1920.		
1. M A N U A L S.		
(i) Part II of District Office Manual.	Issued.	
(ii) - Do - of Taluk Manual.	Under print.	Matter finally passed with print order
2. Compilation of Excise Manual.	Part I and 3 chapters of Part II printed. Chapters IV to ~~XXXX~~ XVI of part II in print, and Part III passed for print. Appendices and forms are being got ready for the press.	Print order for the entire book issued.
3. Revision of Revenue Manual.	After consulting some of the British India Revenue manuals a classification of chapters (25 in all) for the new manual was made and the tentative approval of the Revenue Secy obtained thereto. Matter for the first six chapters has been compiled and approved. The first chapter has been sent to the press for being set in type for submission to the Dewan in print (proof). A chronological list of all G.O's relating to Land Rev and abstracts of decisions by Government in Revenue appeal and revision cases from 1882 have been made for incorporation in the respective chapters of the new manual.	Complete Proofs have been prepared
4. Complete revision of the Sectt Manual, Council Manual and all other auxiliary manuals of Secretariat business.	Revisions of sections on 'Noting' has been completed with a view to reduce the quantity of noting. A note on 'Sus' cases has been prepared. The general revision will be taken up now that the report of Sir Hubert ~~Llew~~ Llewelyn-Smith's committee on Secretariat methods in India has been received.	Issued with G.M.
		Not undertaken yet. Reorganisation
II. Inspection of Offices. (First inspection)		
1. Office of the Inspector General of Registration.		Completed
2. Office of the Stamp Superintendent.		

Items of work.	Progress up to 1st May 1920.	Remarks.
3. Office of the Director of Industries and Commerce.		
4. - Do - Director of Geology.		
5. - Do - Chief Commandant.		
6. - Do - Registrar of Co-operative Societies.		
7. - Do - Secretary Insurance Committee.		
8. - Do - Comptroller, Mysore Government.		16/2. All these offices have been inspected.
9. - Do - Superintendent, Government Gardens.		
10. - Do - Superintendent, Government Press.		
11. - Do - Superintendent, Government Stationery.		
12. - Do - Muzrai Superintendent.		
(b). Second inspection.		
1. General and Revenue Secretariat.		Chief Sectt completed. Revenue Secretariat commenced.
2. Public Works Secretariat including Chief Engineer's office.		
3. Railway Secretariat including Agent's office.		Inspected.
4. Office of the Inspector General of Prisons.		Commenced. Completed
5. - Do - Director of Agriculture.		Inspected. Do
6. - Do - Sanitary Commissioner.		
7. - Do - I.G. of Education.		Commenced. ~~(nearing completion)~~ Completed.

B. Other important work.

(Manuals submitted by Heads of Departments.)

1. Veterinary Manual.		Was revised, approved and returned to the Revenue Commissioner. Issued
2. Draft Survey Manual.		Volume I has been scrutinised, approved and returned to the Survey Superintendent, for being set in type and submission of final proof of each chapter as it is ready.

30.

Items of work.	Progress up to 1st May 1920.	Remarks.
2.	30 unnecessary returns were in this connection abolished in consultation with Survey Supdt.	Vol II (Chs 1 & 3) and the historical Summary are under scrutiny.
3. Draft manual of Revenue Commissioner's circulars.	Returned to Revenue Commissioner approved for print.	
4. Military Standing orders, Manual of Military Stores, Infantry Standing orders.	Returned ~~to Revenue Commissioner approved for print~~.	Scrutinised and returned to the Gh Secty.

C. Other work.

I. Compilation of Standing orders 1919. ~~In progress.~~

II. Notes on the following subjects were submitted:-

1. Note on the state of the Record room of the Office of the I.G. of Education.
2. Note on Standardisation of salaries.
3. Amendment of Civil Service Rules.
4. Supply of 'Unicode' to State Scholars and officers abroad.
5. Revision of the clerical staff of the Director of Geology.
6. Note on examination in Kannada for officers of the several Deptts.
7. ~~Note on the reduction of work in the Government Press~~
7. Note on the reduction of the bulk of the civil list.
8. Distribution of printed Government orders.
9. Revision of O and D scheme.

III. Blue Book Journal-Volume IV. Nos 1 and 2 issued. No.3 ~~in print~~. Issued.

IV. Bureau of official intelligence.
1. No. of articles noticed. 885
2. ,, cuttings sent to Deptts concerned. .. 110
3. - Do - preserved and indexed. 710.

V. Inspection of the Public Library, Bangalore and the Amrut Mahal Superintendent's office, Mysore. Completed

HMK. 6 5 1920

6-5-20

List I

List of Manuals yet to be compiled or published.

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1. Forest Code
2. Rules framed under the several acts and regulations (Under preparation in Legislative Branch)
3. Police Manual, Volume IV ✓
4. Amrut Mahal Department Manual (Revised and sent to Chief Secretariat)
5. Standing Orders of the I.S.Lancers (Revised edition)
6. Standing orders of the Infantry Regiments (Revised and sent to P.E.Branch)
7. Standing Orders of the Mysore Horse.
8. Military Stores Manual (Scrutinised and submitted with a draft approving)
9. Medical Code
10. Manual of Public Health ✓
11. Office Manual for the office of the D.C. of Education.
12. Canal Manual
13. Building Manual
14. Standing orders of the Railway Department
15. Standing Orders pertaining to the Local Boards
16. Mysore Trust Board Manual (Under scrutiny) ✓
17. Standing orders of the Transport Corps (Revised edition)
18. Standing orders of the Government Gardens ✓
19. Financial Secretariat Manual
20. Political Manual

New.

21. Mysore Code, Vol. VI (being Laws passed since 1912)
22. Manual of forms and registers
23. Statistics Manual

Pm
6-5-20

List II

List of Publications once available in the Govt Book Depot but not now.

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1. Mysore Account Code Vol.I.
2. Mysore Service Regulations.
3. Mysore Revenue Manual.
4. Mysore Land Revenue Code.
5. Mysore Land Revenue Rules.
6. Mysore Forest Manual.
7. Mysore Stamp Regulation.
8. Mysore Registration Regulation.
9. Mysore Code, Vol.I.
10. -do- Vol.III.
11. Mysore Police Manual Vol.II.
12. Mysore Jail Manual, Vol.II.

Copy.
BDD
19.3.28

Other books requiring revision.

13. Secretariat Manual.

BDD
6-5-28

Extract from the Report of the Government of India Secretariat Procedure Committee.

We have made a very careful and detailed examination of the actual working of the present procedure in selected offices and come to the conclusion that it needs very considerable modification and simplification to adopt it to modern requirements. Our principal recommendations for this purpose are given below, but we desire to say at the outset that our hopes of permanent and substantial improvement depend essentially on the adoption, concurrently with the changes in office procedure, of the two proposals which we have made elsewhere:-

x x x

(2) for the appointment of an officer specially charged with supervising office procedure and ensuring its progressive improvement and adaptation to changing conditions.

Extract from the report of the Machinery of Government Committee.

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12. x x x

We have come to the conclusion, that in the sphere of civil Government the duty of investigation and thought, as preliminary to action, might with great advantage be more definitely recognised. It appears to us that adequate provision has not been made in the past for the organised acquisition of facts and information, and for the systematic application of thought, as preliminary to the settlement of policy and its subsequent administration.

13. This is no new notion. There are well known spheres of action in which the principle has been adopted of placing the business of enquiry and thinking in the hands of persons definitely charged with it, whose duty is to study the future, and work out plans and advise those responsible for policy or engaged in actual administration. The reason of the separation of work has been the proved impracticability of devoting the necessary time to thinking out organisation and preparation for action in the mere interstices of the time required for the transaction of business.

14 x x x

We urge strongly (a) that in all departments better provision should be made for enquiry, research, and reflection before policy is defined and put into operation; (b) that for some purposes the necessary research and enquiry should be carried out or supervised by a department of Government specially charged with these duties, but working in the closest collaboration with the administrative departments concerned with its activities; (c) that special attention should be paid to to the methods of recruiting the personnel to be employed upon such work; and (d) that in all departments the higher officials in charge of administration should have more time to devote to this portion of their duties.

Extract from the report of the committee appointed to enquire into the organisation and staffing of Government offices.

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15. Outline of recommendations The reports already presented by us show that the permanent departments which we have reviewed are, on the whole, managed with efficiency and economy. To foster and develop this tendency in all branches of the administration of the Public Service is the ideal which the service should set before itself, and with this object we recommend the immediate adoption of the following proposals:-

(1) The appointment in each of the larger public departments of a picked and thoroughly experienced officer to be in charge of the departmental establishments, assisted by the necessary staff- this officer to be of a rank at least as high as the heads of the principal divisions of the departments and to be responsible ~~direct~~ directly to the permanent head of the department.

(2) The creation of a special Establishment Division at the Treasury, manned by a sufficient number of picked officers and under the charge of an official of high rank, which should maintain close personal relations with the establishment officers of the various departments, acquire full knowledge of their office methods and act as a clearing house for information on all staff questions.

(3) The creation of a Standing Committee consisting of the Establishment officers in the principal Departments for the purpose of assisting and advising the Treasury. This committee should be under the chairmanship of the Head of the Special Establishment Division of the Treasury and its size and procedure should be so regulated as to enable the fullest advantage to be taken of it

(4) The personal investigation by the Treasury officers of the actual working of the Departments in co-operation with the Establishment Officers as a recognised system, and the use, when necessary, of the power conferred on the Treasury by Clause 12 of the Order in Council of 10th January 1910, 'To direct, should they see cause, that inquiry be made at intervals of not less than five years, into the pay and numbers of officers employed by any Department of State'.

x -tuu- x x

21. x x x

The special Establishment Division at the Treasury in the closest collaboration with Committee of Departmental Establishment Officers would constitute an Intelligence branch for the Service, and, in addition to fostering a spirit of emulation between departments in the attainment of efficiency, this organisation would result in the accumulation of a store of information which would enable the weak spots to be discovered and put right with the maximum of ease.

22. x x x

We think that one of the first duties of the proposed Establishment Division of the Treasury should be to set on foot a systematic enquiry into the various methods now in use and to formulate some general principles, and if possible, some specific system or systems which could be adopted (with such modification as the subject matter dealt with necessitates) by all departments. Similarly, there is much scope for standardisation of methods between the Accounts Branches of the different departments, where at present there appear to be wide differences in output in strictly comparable items of work. Generally, too, our inspections have shown the need for the further use of labour saving devices, and although in many departments the ordinary calculating and addressograph machines are fairly frequently used, a more systematic investigation of the office methods adopted by the different departments and wider circulation of information as to other machines for routine work would, in our opinion, fully justify itself. It appears to us that the Treasury Establishment Division should have attached to it two or three specialists with expert knowledge, who could advise departments on these aspects of their office organisation.

26

(For Disposal at a Meeting)

No. C. 654

.....19..20..

33
13

GENERAL AND REVENUE SECRETARIAT.

Council Matter.

SUBJECT.

Clauses x and xii of the schedule.

Continuance of the Efficiency Audit Department from 1st July 1920.

CIRCULATED TO THE MEMBERS OF COUNCIL.

By Order,

C. Balasundaram

Chief Secretary to Government.

.....1st June 1920.

Extraordinary Member of Council.

44
4.6.20

First Member of Council. Please see my note dated 5.10.18. The report of the 2 years working of the audit insp scheme has not been delivered

Second Member of Council. 75-23-248
14-6-1920.

opinion recorded
Rec
16.6.20

2
4 6

Third Member of Council. 7082
12-8-20

17/7

114 34

Extract from the Proceedings of the 532nd *Meeting of the Council of His Highness the Maharaja, held at Bangalore on the* 29th June 1920. 19

6. Subject. - Clause x of the schedule.

Question of continuing or making permanent the Efficiency Audit Department.

Opinion of the Council.

The Efficiency Audit Department may be continued on its present temporary basis for another year from 1st July 1920.

(Signed) M. Kantaraj Urs,
Dewan of Mysore.

"EXTRACT"

C. Balasundaramaiya
Chief Secretary to Government. 8/6

WD 1148—GPB—1,000—23-12-18

G. R. S. III-2]

General and Revenue Secretariat.

C. 654

File No. of 191

Serial No.

Extract from the Proceedings of the Council is put up.

Forwarded, with compliments, to the Financial Secretary to Government, for concurrence or remarks, if any.

By order,

Chief Secretary to Govt.

3964/30/6

6-7-20

Chsecy)

Hon 21-20.

Sub^d with a D.S.N.

Chief Secy

Dewan

2/7/20.

DEWAN'S OFFICE.
Recd. on JUL 3 1920
Reg. No. 63

NOTE.—Contn. sheet

Submitted to His Highness.

***

With reference to His Highness' order, dated 18th February 1919, sanctioning the continuance of the Efficiency Audit Department till the end of June 1920, I beg to submit the accompanying papers relating to the question of its further continuance. The Department is now concentrating its attention on the preparation of manuals, the audit of offices and the improvement of office methods and procedure. The work of the Department under these heads is coming to be appreciated by the several Heads of Departments. The Council are of the opinion that the Department may be continued on its present temporary basis for another year from 1st July 1920.

Page 16 of note

2. As the necessity for such an organization has since been recognised by the British Government and the Government of India also, I beg that the present proposal of the Council may be sanctioned.

Secretary to Council

4th April 1920

654

Record of Cases submitted for the Orders of His Highness the Maharaja

30
5-7-1920.

Subject.

Continuance of the Efficiency Audit Department on its present temporary basis for another year from the 1st July 1920.

33

Order.

~~KRW~~
5/7/20

Ch. Ley
6.7.20

C 654

G. R. S. III-2]

General and Revenue Secretariat.

E.A.G File No. 440 of 1919.

Serial No.

Issue orders above please

7/7

Draft Sub

7/7/20

Draft Sub

7/7/20

31. All urgent or confidential files returned with His Highness' orders may, in the absence of instructions or indications to the contrary, be ordinarily circulated to the Members of Council for perusal after the issue of orders.

33. The Secretaries concerned should see that orders in the cases referred to above are issued at once and that the files are returned immediately after to the Chief Secretary for circulation to the Members.

34. In all other cases, the files will first be circulated to the Members of Council at headquarters and then sent to the Secretariat concerned for the issue of orders.

Circulated to the Members of Council for perusal of His Highness' orders ~~before~~ after issue of orders. (*Vide* Rules 31, 33 and 34 of the Subsidiary Rules for the conduct of business of Council in the Manual of Council Rules and Procedure .)

C S Salesu Lawrence

Chief Secretary to Govt. 7/7

Through the Secretary to Government,

.....Department.

Recd. 10/7/20

Compl. file no: Efficiency Audit Committee Rec'd on 9 June 1920. Kept by E.S.E.R. Branch for reference

10/7/20.

10.7.20

270-270

12.7.20.

FIRST MEMBER OF COUNCIL 7.7

SECOND MEMBER OF COUNCIL

Recd

13.7.20

THIRD MEMBER OF COUNCIL.

371

14.7.20

Recd.

10/7

NOTE—Contn. sheet.

G. R. S. III-2]

General and Revenue Secretariat.

E Mg File No. 440 of 191

Serial No.	
	To. Compt. this H. Secty Heads of Depts. & Dy Comrs of Districts No 20-165-E Mg 440-D 7.7.1920. Directs that the E & Dept. be continued on its present temporary basis for another year from 1st July 1920. F.D. opinion is recorded on Pages 10 & 11.
H 81-20	The proposals have been approved by this Highness. There is Budget Provision for the purpose. Subt with Draft & Fair Copies. May the order be Communicated?
	8/7
	8/7
	8/7
28/8/7	H Grey).
	Yes 9.7.20
	Issue
	Communicated in No. H 185 dt 9.7.20. 9/7/20

NOTE—Contn. sheet.

Confirmed in G.O. 1859 9. 7. 1920

G.R.S. 28]

File No. E.A.9
Serial No. 440.

Diary No. of letter replied to

GENERAL AND REVENUE SECRETARIAT.
( )

, the 191 .

Date of issue 7. 7. 1920.

Signed by M. A. Rewawathan

Proceedings of the Government of His Highness the Maharaja of Mysore

READ—

G.O. No. 959-1005/C.B. 108-18-1, dated 1st March 1919, Sanctioning the continuance of the Efficiency Audit Deptt. up to the end of June 1920.

ORDER ~~THEREON~~.—No. 20-65/E.A.9

Govt. are pleased to direct that the Efficiency Audit Deptt. ~~may~~ be continued on its present temporary basis for another year from 1st July 1920.

over

~~SUBJECT.~~

To
The Comptroller, thro' H. Secrt.
The HOD of Deptt.
The Dy Comrs of Dts.